STRATEGIC PLAN & ACTIVITIES
2016-2018
Dear colleagues,

In the book of Ecclesiastes, the bible tells us that a cord of three strands is not quickly broken (Ecc 4:12 NIV). When we work together, we are stronger!

Our Onward strategic plan is a map or a blue print of all of our work towards our vision, that people with exceptional needs belong to communities in which their God-given gifts are valued and respected.

Our priorities continue to be:
- To provide innovative and creative supports to people
- To celebrate employees and volunteers
- To nurture relationships

Throughout 2016 to 2018, we will focus on new residential models of service, expand our services in Saskatchewan, strengthen our capacity to provide service in French, and further embed a culture of self-directed supports that are centered on the personal goals of the people who receive our services. To support our employees to do this well, we will continue to invest in systems and supports that undergird your efforts in achieving our vision. We will also work together, collaborating on ways to tell others about what we do and why we do it. With Christ at the centre, our three strands of strength must certainly include our partners as we build communities of belonging!

All of these Onward plans allow us to measure and evaluate our progress, to share innovative ideas, and to unite all of the work we are doing (and the people who are doing it), as we celebrate the accomplishment of our goals. I invite you to read through this report and to follow our progress in the quarterly updates.

Thank you for your commitment to the ministry of Christian Horizons. I consider it a personal privilege to be a part of this incredible team.

Janet Nolan, Chief Executive Officer

A student attending Good Seed School in Delmas 33, Haiti. This school is fully funded by Christian Horizons Global.
Vision

People with exceptional needs belong to communities in which their God-given gifts are valued and respected.

Mission

Serving the person with exceptional needs.

Values

We will honour God and value people in all we do and with all our resources.
Organizational Priorities

As one ministry, we hold three priorities that guide our efforts in achieving our Vision, Mission and Values in Canada and across the globe. In every strategic planning cycle, we identify clear outcomes for each priority and we plan detailed activities that help us to achieve those outcomes. The following pages include a description of how we plan to achieve our outcomes over 2016-2018. Please continue reading to learn more about the priorities, outcomes and activities that Christian Horizons will be working on during 2016-2018.

Support People
Promote social inclusion and broaden our core services for people facing barriers.

Celebrate Employees & Volunteers
Demonstrate our commitment to excellent employee and volunteer relations and invest in a highly skilled and committed workforce.

Nurture Relationships
Strengthen relationships with partners and stakeholders, in particular the Christian community.
SUPPORT PEOPLE

Promote social inclusion and broaden our core services for people facing barriers.

Theresa, outside her home in Woodstock
OUTCOME 1:

WHAT  
CHRISTIAN HORIZONS’ SUSTAINABLE RESIDENTIAL SERVICES AND PROPERTY STRATEGY IS IMPLEMENTED ADDRESSING PEOPLE’S NEEDS AND CREATING CAPACITY

WHY  
Everyone desires to have choice and control in their life and at Christian Horizons we work to ensure our services reflect that. A big part of having choice and control is being able to live as independently as possible. This means, having just the right amount of support you need so you are well equipped to get involved in your community and reach your goals.

Over the next two years, we will support people to reach their independent living goals by working with them to find creative living arrangements that meet their needs. To do this, we will continue to expand our partnerships in Saskatchewan and increase local relationships with professionals in the housing industry so we can improve the home renovation process.

HOW  
**ACTIVITY:** Establish processes that assist decision making concerning the investment and the divestment of properties.

**ACTIVITY:** Expand service offerings and partnerships in Saskatchewan while building communities of belonging

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**What you will see**

- Increased partnerships in Saskatchewan
- Further investment in creative residential support models
- Increased relationships with housing professionals
- Further supports to home improvement projects

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*One of two Christian Horizons homes in Moose Jaw, Saskatchewan*

*Kevin at his apartment in Cobourg*
OUTCOME 2:

WHAT

PEOPLE WITH EXCEPTIONAL NEEDS ARTICULATE, ASPIRE TO, AND REALIZE THEIR GOALS AND CHOICES

WHY

At Christian Horizons, we customize our supports around a person’s goals and choices so people are deciding what support they want to receive and how they want to receive it. To support people in communicating their goals and choices, we will be increasing support and resources to our intake and personal planning processes. We will also be introducing a number of activities to help foster a learning environment for our employees. Through all of these changes, employees will have the opportunity to share innovative and creative support solutions as they support people to explore opportunities and pursue their goals.

HOW

ACTIVITY: Enhance support and planning processes that enable people to articulate, aspire to, and realize their goals and choices

ACTIVITY: Invest in activities that foster an organizational culture of innovation and belonging

ACTIVITY: Expand our French Language Services to accommodate those who prefer services in French

WHAT YOU WILL SEE

- Resources to help people advocate for their choices and reach their goals
- A forum to motivate and equip our employees towards achieving our vision
- New ways to share ideas and highlight the success stories of people receiving services
- Increased emphasis on French Language Services
- Revised Personal Plan Facilitator course
- A list of sample SMART goals for personal planning
- Increased investment in services not directly funded by MCSS (e.g., Passport)
CELEBRATE EMPLOYEES AND VOLUNTEERS

Demonstrate our commitment to excellent employee and volunteer relations and invest in a highly skilled and committed workforce.

Christian Horizons’ Co-Director of Central America, Sully Rojas at Christian Horizons Jubilee celebration in El Moro, Guatemala
OUTCOME 3:

WHAT  ENGAGED EMPLOYEES BENEFIT FROM STREAMLINED ADMINISTRATIVE PROCESSES AND EFFECTIVE INTERNAL COMMUNICATION

WHY Our employees bring our vision, mission, and values to life as they support people with exceptional needs to belong to the communities that are meaningful to them. To save our employees and managers time for what really matters, we will be introducing a number of exciting changes that save time and simplify our administrative processes. It is also important to us that employees feel heard and informed. Over these next two years, we will be introducing a number of new internal communication methods. Each of these changes help our employees to have the information they need, when they need it, and in a manner that is best for them.

HOW  ACTIVITY: Enable auto-fill hiring packages in our Human Resource Information System (Quadrant)

ACTIVITY: Provide employees with online help to launch and complete administrative work

ACTIVITY: Implement a plan and process for internal communications

ACTIVITY: Improve the timely and safe return to work program

ACTIVITY: Provide Senior Managers with a dashboard to easily view compliance data, trends, and statistics

WHAT OUR EMPLOYEES CAN EXPECT TO SEE

- Less paperwork
- Reduced time spent on administrative tasks
- New dashboard for Senior Managers
- Revised internal communications process
- New employee intranet
- Manager communication tools and training
- Improved supports to employees as they return to work

75% of recommended internal communication improvements are implemented within 2 YEARS

Time Employees spend on administrative tasks

Employee Satisfaction Increase effective internal communications

Carlene and Jung working on Jung’s computer

Trish and Cindy watering the garden at the Peterborough Day Program

Onward 2016-2018
OUTCOME 4:

WHAT PASSIONATE AND SKILLED PEOPLE OF ALL ABILITIES ARE ATTRACTED TO CONTRIBUTING THEIR TIME AND GIFTS TO THE WORK OF CHRISTIAN HORIZONS

WHY Our vision at Christian Horizons, is to see people with exceptional needs belong to communities in which their God-given gifts are valued and respected. This vision influences the services we provide on a day to day basis and our strategic plans. In their dedication to our work and vision, our employees and volunteers are a vital part of our ministry. Over these next two years, we will be investing in initiatives that support our volunteers and employees to be well equipped and engaged in the work of Christian Horizons.

HOW ACTIVITY: Implement a streamlined volunteer management program

ACTIVITY: Standardize on the job learning

ACTIVITY: Develop an employee wellness strategy and supporting programs based on employee wellness needs

ACTIVITY: Provide District Executive Directors with a planning tool to report on progress towards our broader Onward goals

WHAT OUR VOLUNTEERS AND EMPLOYEES CAN EXPECT

- A new and improved volunteer orientation process
- A volunteer marketing tool kit
- New e-learning orientation videos for those who provide on the job orientation
- New community operating plans for District Executive Directors
- New employee wellness initiatives

4+ new wellness campaigns over the next two years

Increased learning in commonly experienced accident and illnesses for employees

4+ new e-learning courses

Nicholas and Brigitte snowshoeing at our Winter Retreat in Ottawa

Janet Nolan with the Joint Employee Association

Onward 2016-2018
Students at school in El Moro, Guatemala. Christian Horizons sponsors students to attend this school.

NUTURE RELATIONSHIPS

Strengthen relationships with partners and stakeholders, in particular the Christian Community.

Students at school in El Moro, Guatemala. Christian Horizons sponsors students to attend this school.
OUTCOME 5:

WHAT  ENGAGEMENT WITH PARTNERS AND STAKEHOLDERS HAS CAST THE VISION OF CHRISTIAN HORIZONS AND ENGAGED PEOPLE IN OUR WORK AND MINISTRY

WHY At Christian Horizons, we are passionate about helping people to belong, whether that is in Delmas, Haiti; Asella, Ethiopia; Moose Jaw, Saskatchewan; or Algoma, Ontario. In order to invest in creative and innovative services, we need the support of partners and stakeholders who are equally excited about helping people to belong. Targeted communications are how we will focus our efforts this year. By using relevant communication methods customized to the preferences of our stakeholders, we can help them to be well informed of our vision and engaged in the projects that are important to them.

HOW ACTIVITY: Host Discover Communities of Belonging events to cast the vision of Christian Horizons and engage people in our work and ministry

ACTIVITY: Implement a marketing plan to promote our international projects and increase giving opportunities

WHAT OUR STAKEHOLDERS CAN EXPECT TO SEE

- Discover Community of Belonging events held across Ontario and Saskatchewan that cast the vision of Christian Horizons
- Specific fundraising campaigns to increase the profile of and support for our international projects
- Increased social media to promote giving opportunities including our international projects and child sponsorship

NEW IMPACT STORIES TO RAISE AWARENESS OF CHRISTIAN HORIZONS

- Students in Arcahaie Haiti
- Vienna enjoying our Family Retreat
- New grant applications to foundations
- Esuba Ayele at Christian Horizons programs in Ethiopia

6+ Discover Communities of Belonging events

5 new impact stories to raise awareness of Christian Horizons

Onward 2016-2018
OUTCOME 6:

WHAT  A NETWORK OF PARTNERS ARE INVESTING IN EDUCATION AND EMPLOYMENT FOR PEOPLE WITH DISABILITIES

WHY  People with exceptional needs have gifts and abilities that when included, enrich their local community. We work strongly to advocate for education and employment opportunities for people with developmental disabilities so they have equal opportunity to learn and give back to their communities. Over the next two years, we will be intentionally partnering and networking with schools and businesses as we promote belonging for people with developmental disabilities.

HOW  ACTIVITY: Equip and motivate educational institutions to foster belonging in their school communities

ACTIVITY: Educate business leaders on the value of employing people with disabilities

What our partners can expect to see

• A Faith Works business breakfast
• Increased business awareness on the value of employing people with disabilities
• Increased partnerships with schools

Pictured below: Young men learning at Christian Horizons’ sewing Program in Robe, Ethiopia. This program is offered at our Technical and Vocation Education and Training Centre.

Dave providing lawn care at Metropolitan Bible Church in Ottawa

Meisha painting in her apartment in Toronto
Follow our Progress

We are excited to move forward with our strategic plans for 2016-2018. As a way to keep people informed, we will send updates on a quarterly basis throughout the year. If you are interested in receiving these, please email communications@christian-horizons.org to be added to our email list.

We also encourage you to visit our website at www.christian-horizons.org, under Who we are, and look for our Strategic Plan under Our Mission and Vision. We will post our latest progress towards our outcomes each quarter.

As we continue to review and focus on our strategic priorities over the coming years, we would welcome your feedback on our plans. You can send an email to onward@christian-horizons.org with your thoughts and suggestions.